

IX Administration and Management

Justification

An effective tobacco control program requires a strong management structure. In California and Massachusetts, the size and complexity of the State infrastructures have expanded over time to meet the administrative and management demands of their comprehensive tobacco control programs. California has documented excellent examples of the lessons learned regarding organizational issues and the need for adequate staffing and management structures.¹

Experience in other States has shown the importance of having all of the program components coordinated and working together. Because a comprehensive program involves multiple State agencies (e.g., health, education, and law enforcement) and levels of local government, as well as numerous health-related voluntaries, coalitions, and community groups, program management and coordination is a challenging task. Furthermore, coordinating and integrating major statewide programs, such as counter-marketing campaigns and telephone Quitlines, with local program efforts require adequate staffing and communication systems.

Finally, State agencies need sufficient contract administration staff to provide fiscal and program monitoring. Funding the large number of statewide and local partners requires well-designed Requests for Proposals, frequent bidders' conferences and other assistance to applicants, a well-managed review system, and on-going communication systems and technical assistance to improve program performance and local project management. Administration and management activities include the following:

- Recruiting and developing qualified and diverse technical, program, and administrative staff.
- Awarding and monitoring program contracts and grants, coordinating implementation across program areas, and assessing program performance.
- Creating an effective internal and external communication system.
- Developing a sound fiscal management system with the ability to minimize start-up delays.

Budget

Best practices dictate that about 5% of total annual program funds be allocated to State program administration and management. These funds should be used to ensure collaboration and coordination among public health program managers, policymakers, and other State agencies.

After 10 years of experience, California has developed specific advice on developing an effective tobacco control program.¹ California recommends that 5% of the available funding be budgeted for State office administration. This State-level administrative office should be established as a separate unit in the State health department. Additionally, California recommends that the statewide program structure be decentralized, and that existing county or city health departments or similar organizations be used as local lead agencies. For this decentralized system to work efficiently and have a unified message, adequate State agency staff are required for contract administration and program monitoring.

Core Resources and References

¹ California Department of Health Services. A model for change: the California experience in tobacco control. Sacramento, CA: California Department of Health Services, October 1998.